PROVINCE OF SASKATCHEWAN

09-10

ANNUAL REPORT

MINISTRY OF CORRECTIONS, PUBLIC SAFETY AND POLICING

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This annual report is also available in electronic format from the ministry's web site at **www.cpsp.gov.sk.ca**.

Letters of Transmittal

The Honourable Dr. Gordon L. Barnhart
Lieutenant Governor of Saskatchewan

May it Please Your Honour:

I respectfully submit the Annual Report of the Ministry of Corrections, Public Safety and Policing for the fiscal year ended March 31, 2010.

This report reflects the Government's continued commitment to increase accountability, to honouring its commitments, and to responsibly managing expenditures. The Ministry has aligned its strategic direction to fulfill these commitments, and I am pleased at the progress we have made in achieving Government's goal of a safe, secure Saskatchewan.

During the fiscal year under review, Corrections, Public Safety and Policing is reporting significant results in a number of key areas. These include funding for an additional 30 police officer positions, moving us closer to fulfilling the Government's commitment of 120 new police officers over its four year term. Work continues on the actions out of ***The Road Ahead***, an action plan to improve safety and security in Saskatchewan's secure correctional facilities. During 2009/10, $9.4 million was committed to enhancing safety and security equipment and infrastructure in correctional centres province-wide. The Provincial Public Safety Telecommunications Network (PPSTN), whose goal is to have all public safety telecommunications users consolidated on one system, is nearing completion, with the first users now starting their transition. As well, planning commenced for establishing The Technical Safety Authority of Saskatchewan, a stand-alone agency that will administer licensing and inspection services currently delivered by the Ministry's Licensing and Inspections Branch.

These are exciting times for this province and for this Ministry. The results described in this report speak to this Government's accountability to Saskatchewan citizens, and to how its safety and security agenda is being realized.

D.F. (Yogi) Huyghebaert
Minister of Corrections, Public Safety and Policing

The Honourable D.F. (Yogi) Huyghebaert
Minister of Corrections, Public Safety and Policing

Dear Sir:

As Deputy Minister of Corrections, Public Safety and Policing, I acknowledge the responsibility of my office for the accuracy and reliability of the information that is contained in the Ministry of Corrections, Public Safety and Policing Annual Report for 2009-10.

In recognition of its accountability to the Legislature and to the Saskatchewan people for the information contained in this report, the Ministry has taken every reasonable step to follow good governance practices in compiling and relaying the information contained in the report.

The Ministry has achieved many significant results over the year under review. These results were made possible through the dedication of the Ministry's staff who work hard to secure Saskatchewan as a safe place to live and raise a family. It is a privilege to serve as their Deputy Minister and I thank them for their dedication.

I also want to acknowledge the important contributions of our partners. Community-based organizations, municipal police services, and the RCMP have made significant contributions to the results we have achieved and I thank them.

I have the honour of submitting, on behalf of everyone who works in the Ministry, the Annual Report of the Ministry of Corrections, Public Safety and Policing for the fiscal year ending March 31, 2010.

Respectfully submitted,

Al Hilton
Deputy Minister of Corrections, Public Safety and Policing

Introduction

The 2009-10 Annual Report of the Ministry of Corrections, Public Safety and Policing (CPSP) provides an overview of the Ministry's activities and results for the fiscal year ending March 31, 2010.

Reporting progress on public commitments and other key accomplishments of the Ministry, including the Government's vision and three goals, this report follows a format similar to that of the 2008-09 Annual Report.

With the release of the Ministry Plan for 2009-10, the 2009-10 Annual Report will provide the Ministry with an opportunity to evaluate the progress of publicly committed strategies and actions in relation to those identified in the Plan.

The 2009-10 Annual Report also sets the stage for the 2011-12 planning and budget process. By assessing accomplishments, results and lessons learned, it helps Government identify and build on past successes for the benefit of Saskatchewan people.

Alignment with Government Direction

Work undertaken by the Ministry of Corrections, Public Safety and Policing in 2009-10 aligned with the Government's vision for Saskatchewan and the three goals – growth, security and promises kept.

Our Government's Vision

- A secure and prosperous Saskatchewan, leading the country in economic and population growth, while providing a high quality of life for all.

Government's Goals

- Sustain Economic Growth for the benefit of Saskatchewan people, ensuring the economy is ready for growth and positioning Saskatchewan to meet the challenges of economic and population growth and development.
- Secure Saskatchewan as a safe place to live and raise a family where people are confident in their future, ensuring the people of Saskatchewan benefit from the growing economy.
- Keep Government's Promises and fulfill the commitments of the election, operating with integrity and transparency, accountable to the people of Saskatchewan.

In alignment with Government's vision of a secure and prosperous Saskatchewan, the Ministry of Corrections, Public Safety and Policing supports the achievement of Government's three goals. It does so by working with other ministries and agencies to: reduce crime through effective enforcement and responses to offending; reduce re-offending behaviour through rehabilitative interventions with offenders; enhance municipal capacity for building and fire safety and for emergencies; strengthen emergency management across government; ensure effective regulation, licensing, inspection and enforcement of boilers, pressure vessels, elevators and amusement rides; maintain safety standards through a balanced legislative framework; and deliver on public commitments.

Ministry Overview

Mandate

The Ministry promotes safe and secure communities through: supporting effective policing and law enforcement; rehabilitation and treatment services and programs for adult and young offenders; emergency planning and communication; monitoring building standards, fire prevention and disaster assistance programs; and licensing and inspection services. The Ministry promotes public order, safety and security by working with various communities and organizations, and by ensuring that effective policing and private security programs uphold the rule of law and protect society and the rights of individuals.

Service Delivery System

The Ministry of Corrections, Public Safety and Policing (CPSP) is a large Ministry, with a Full Time Equivalent (FTE) budget of 2,017.3 FTEs for 2009-10. Actual FTE utilization was 2,116.4 FTEs, an increase of 99.1 FTEs over the base allocation. The increase is mainly related to backfill for in-scope vacation leave, earned days off, overtime and secondments.

The Ministry serves thousands of clients annually, works in partnership with other ministries, governments and community-based organizations and is responsible for the delivery of adult and youth correctional services, policing-related services, licensing and inspections services, building and fire safety programs, and coordination and support to communities for emergency planning and preparedness.

Core Services

The Ministry's activities may be summarized in the following five main areas that are focused on contributing to Government's commitment to Growth, Security and Promises:

- Corrections (Adult Corrections and Young Offenders Programs)
  - Adult Corrections - contributes to the safety of communities by delivering a wide range of programs providing for varying levels of offender care, control and supervision. The Adult Corrections Branch administers the sentences of offenders who are imprisoned for sentences of up to two years less a day, who are on remand, serving intermittent or weekend sentences, or who are under community supervision, such as probation, fine option or community service order. Rehabilitative and risk reduction programs available to sentenced offenders include addictions programs, restitution programs, cognitive behavioural programs that target risk factors, violent offender treatment and sex offender treatment. These programs are delivered through two operational systems: Community Operations and Institutional Operations. There are four provincial correctional centres for provincially sentenced and remanded offenders; seven community correctional centres and community training residences; two correctional camps for offenders who are rated as low security or of low to moderate risk; and 15 community operations offices responsible for supervising offenders on conditional sentence, probation or bail. A list of correctional facilities and community training residences for adult offenders can be found in Appendix E.
  - Young Offender Programs - Are administered and delivered by community and custody staff through three regional offices and 18 community sub-offices across the province. A continuum of services has been designed to respond to youth offending behaviours and levels of risk. These services include extrajudicial sanctions (programs in which offenders accused of a criminal offence take responsibility for their behaviour by participating in a community-based program), judicial interim release for youth who require supervision in the community while awaiting their court hearing, community supervision, open and secure custody, targeted initiatives focusing on repeat offenders and reintegration programming for high-risk youth exiting custody. Rehabilitative

and risk reduction programs available to sentenced youth include addictions programs, restitution programs, cognitive behavioural programs that target risk factors, violent offender treatment and sex offender treatment. Youth are linked to programs provided by health authorities, school divisions, community-based organizations and employers. A list of correctional facilities for young offenders can be found in Appendix E.

- Policing Services

  Policing Services maintains public order and safety in Saskatchewan by ensuring that effective policing and private security programs uphold the rule of law and protect the rights of individuals. Policing Services is responsible for:

  - the oversight of municipal policing through the Saskatchewan Police Commission, the Saskatchewan Police College, Aboriginal policing and the Vehicle Impoundment Against Sexual Exploitation (VISE) program;
  - providing funding for provincial policing services under contract with the Royal Canadian Mounted Police (RCMP);
  - regulating the private security industry;
  - coordinating the Public Disclosure Committee and enforcing *The Safer Communities and Neighbourhoods Act, The Seizure of Criminal Property Act, The Criminal Enterprise Suppression Act* and *The Witness Protection Act;*
  - liaising with the National Crime Prevention Centre; and,
  - administering funding agreements with municipal police services for the provision of resources for targeted enforcement strategies and initiatives.

- Protection and Emergency Services consists of the following areas:

  - Building Standards - The lead agency for the application of codes and standards in the construction of safe buildings and their continued safety through occupancy. The Building Standards Unit provides municipal authorities with leadership and technical advice supported with public education in the areas of code enforcement and licensing of building officials.
  - Office of the Fire Commissioner (OFC) Provides support to communities by aiding municipal fire services, emergency management personnel and elected officials. The OFC coordinates training and certification for fire fighters and those in emergency management; coordinates programs and services for community fire safety, training, investigation, and emergency response; maintains the Sask911 system; and leads the implementation of the Provincial Public Safety Telecommunications Network (PPSTN).
  - Saskatchewan Emergency Management Organization (SaskEMO) - Strengthens emergency management across the provincial government and links with other jurisdictions for support. SaskEMO also includes direct services related to the Provincial Disaster Assistance Program (PDAP). This program provides financial assistance to eligible claimants located in a municipality that has been designated eligible for assistance as a result of a substantial loss or damage to uninsurable, essential property caused by a natural disaster.

- Licensing and Inspections

  Licensing and Inspections preserves public safety through regulatory and enforcement programs that are operated on a fee-for-service basis. Programs focus on the commercial, institutional and industrial sectors of the province while the safety benefits help to protect all Saskatchewan residents. The Branch administers elevator and amusement ride safety programs, boiler and pressure safety programs and licensing programs for contractors and individuals who perform gas and electrical installations. Offices are located in Regina and Saskatoon.

- Corporate Services Branch consists of the following areas:
  - Corporate Services - Provides executive direction and centrally-managed services for financial planning and management, strategic planning and policy development, legislation, communications, human resources, privacy, technology, accommodation services and other corporate services required for the delivery of the Ministry's mandate.
  - Strategic Policy - Delivers services to the Ministry and manages the process for bringing decision items to Cabinet on behalf of the Ministry. The Branch coordinates the development and maintenance of the strategic plan, prepares annual reports, represents the Ministry on many inter-ministry strategies and manages, in conjunction with Corporate Services, the strategic direction of the Ministry. The Branch also manages the federal/provincial/territorial agenda and co-manages the Ministry's research agenda.
  - Shared Services - Provides support to the Ministry and the Ministry of Justice and Attorney General. Shared Services includes the Communications and Public Education Branch; Administrative Services; and Information Management and Technology.

Key Partners

The Ministry is responsible for the delivery of adult and youth correctional services, policing-related services, licensing and inspections services, building and fire safety programs, and the coordination and support to communities for emergency planning and preparedness. Overall, the Ministry works in partnership with other ministries, governments and community-based organizations for the delivery of services.

The key partners in the delivery of services include community-based organizations (CBOs), Tribal Councils/First Nations, police and local authorities. These partners deliver correctional services such as youth extrajudicial sanctions and reintegration programs, a custody program in adult corrections, policing services, primary dispatch and delivery of emergency services, as well as delivery of some local inspection services, including fire and building inspections. The partnerships are funded on a contractual basis based on specific program expectations and volumes of case activity. Results are reported to the Ministry semi-annually.

Key partners include:

- CBOs that deliver youth extrajudicial sanctions: John Howard Society in Moose Jaw, Regina and Saskatoon; Tribal Councils in North Battleford, Prince Albert, Fort Qu'Appelle, Saskatoon and Yorkton; Friendship Centres in Fort Qu'Appelle, Ile-à-la Crosse, La Ronge, Prince Albert; and various CBOs in La Loche, Meadow Lake, North Battleford, Prince Albert, Regina, Swift Current, Estevan and Saskatoon.
- Police agencies including the RCMP, municipal police services and First Nations police services.
- Restitution, education/skills-based programs and reintegration programs for young offenders are delivered by First Nations and Métis organizations in Prince Albert, Saskatoon, Regina, Yorkton, North Battleford, Fort Qu'Appelle and Ile-à-la Crosse; First Nations Bands at Mosquito, Onion Lake and Lac La Ronge; John Howard Society in Regina and Saskatoon; and other CBOs in Meadow Lake, Prince Albert, Saskatoon, Regina and Sandy Bay.
- Various adult correctional programs are delivered by Prince Albert Grand Council and some probation services are delivered by File Hills Qu'Appelle Tribal Council.
- Custody programs include a healing lodge operated by the Prince Albert Grand Council.
- Municipal and local authorities and First Nations provide primary dispatch and delivery of emergency services, are

first responders to emergencies their communities face, and deliver some local inspection services, including fire and building inspections.

- Professionals and volunteers in fire services and emergency management are key partners in emergency management and fire safety.
- Private sector owners/operators and industries responsible for boilers and pressure vessels, essential services and critical infrastructure.

Corrections, Public Safety and Policing supports the Government's goals of Security and Promises.

Government Goal:

Secure Saskatchewan as a safe place to live and raise a family where people are confident in their future, ensuring the people of Saskatchewan benefit from the growing economy.

Working in partnership with police and community leaders, reduce crime through effective enforcement and responses to offending.

Results

- In 2009-10, the Ministry continued to work with a consultant and senior police leadership to further develop the long-term strategy for policing (Minister's Mandate 2007), based on a "continuum of policing services" model. The strategy calls for greater leveraging of police resources and activities to engage with other ministries, agencies, local officials and community-based organizations in service of building lasting solutions to crime and victimization. Within the scope of the long-term strategy for policing, during 2009-10 the Saskatchewan Police College developed a strategic business plan in consultation with the Police College Advisory Committee consisting of senior police executives. The strategic business plan was informed by the long-term strategy for policing and examined the current and future implications for police learning in the province. In order to meet the rapidly changing needs of the province's police services and their members, the College's strategic plan offers a business case and financial options for achieving these enhancements over the coming years.
- To assist in combating organized crime and gangs in the province (Minister's Mandate 2007), *The Saskatchewan Witness Protection Act* was proclaimed in the fall of 2009 to support policing initiatives.

The Ministry was provided with $500,000 to implement the Witness Protection Program. A Witness Protection Director and one support staff were hired and are currently working to fulfill the significant responsibilities and mandate of this program.

In 2009-10, the Ministry provided $481,000 for the provincial contribution to the establishment of a Western Canada gang database. Because there currently is a national database called the Automated Criminal Intelligence and Information System (ACIIS), managed by the Criminal Intelligence Service Canada (CISC) and available to the western provinces through provincial bureaus of CISC (Criminal Intelligence Service Saskatchewan - CISS), it was decided in consultation with the Ministry's federal partners that CPSP funding would better support a comprehensive gang database if it were provided to CISC to enhance ACIIS rather than creating a database that would be more limited in scope. CPSP's contribution will help enhance the ACIIS capacity for data entry and analysis as well as add correctional data to the traditional law enforcement data. As this initiative moves forward, ACIIS will provide enhanced intelligence analysis and information on gang members and their activity for use by both police and Corrections.

- The Internet Child Exploitation (ICE) Unit was established in 2008-09 with $1.1 million and 11 police officers. This initiative is a joint effort between the RCMP and municipal police with offices established in Prince Albert, Saskatoon and Regina. Ongoing operational funding of $1.7 million was provided over 2009-10 to fully operationalize the ICE unit to protect children from sexual exploitation over the Internet.
- In 2009-10, new funding of $1.6 million was approved to increase the province's contingent of police officers by another 30 officers (Minister's Mandate 2007). Funding for these positions became effective October 1, 2009 and all positions are now in place. Fourteen of these new positions are municipal police officers located in Regina, Saskatoon, Prince Albert and Yorkton. The remaining 16 positions are RCMP Provincial Police Service positions and were staffed for programs that will contribute to community safety by Aboriginal Policing, the Combined Forces Special Enforcement Unit and the Integrated Child Exploitation Unit.
- Other funding commitments to the province's policing services included $910,000 for increased grants to municipal police forces, $2.1 million for increased RCMP salary and operating costs; $3.8 million for the RCMP to provide back-up for single officers in potentially hazardous situations, and $2.0 million for RCMP capital requirements, including small maintenance projects, equipment and telecommunications upgrades for the detachments.
- To enhance the level of service in the Safer Communities and Neighbourhoods (SCAN) program, the Saskatoon and Regina SCAN units received approval for $500,000, four additional SCAN investigator positions and two additional support staff positions to assist with investigations in the north and the province in general. Three of the investigator positions have been filled, two in Saskatoon and one of two in Regina. The two support staff positions, one in Saskatoon and one in Regina, have been filled.
- *The Seizure of Criminal Property Act* was proclaimed July 1, 2009. A property management team, consisting of one employee from the Safer Communities and Neighbourhoods Investigation Unit and one lawyer seconded from the Ministry of Justice and Attorney General, has been established to manage and dispose of any property seized under the civil forfeiture process. Both positions are located in Regina.
- In the fiscal year 2009-10, work has continued toward the negotiation of a broad policy framework for First Nations policing in Saskatchewan. As one element of such a framework, the Federation of Saskatchewan

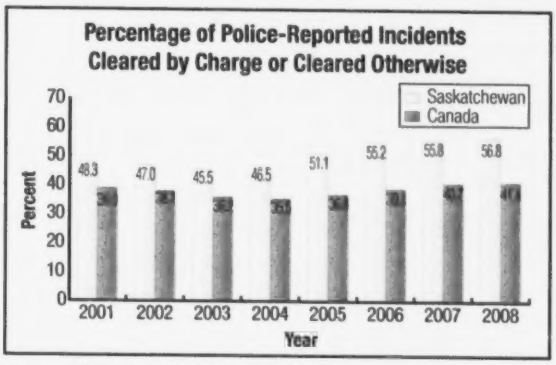
Indian Nations (FSIN), in partnership with First Nations University of Canada (FNUC) and Saskatchewan Institute of Applied Science and Technology (SIAST), and in consultation with Policing Services Division and Public Safety Canada officials, has developed a model training curriculum/ description of duties for the certification of peacekeepers in First Nations throughout Saskatchewan. The pilot project saw training delivered by SIAST at four locations around the province: Yorkton, North Battleford, Prince Albert and La Ronge, with a maximum class size of 24 per location. This pilot project commenced phase one training January 25, 2010, and concluded March 31, 2010. Phase two training to complete the pilot project is scheduled to be delivered in the 2010-11 fiscal year, subject to negotiating a contract with FSIN.

Measurement Results

Percentage of police-reported incidents cleared by charge or cleared otherwise

The proportion of incidents that are cleared by charge or otherwise (clearance rate) is generally accepted as an important measure of effective policing. Clearance rates indicate the proportion of incidents that have been solved. "Clearance by charge" means a suspect has been identified and a charge laid. "Clearance otherwise" means a suspect has been identified and no charge laid for a variety of reasons (e.g., complainant refuses to testify). Investigations for more serious or complex crimes may take longer to complete.

Saskatchewan continues to outpace Canada in the percentage of reported incidents that are cleared by charge or otherwise at 56.8 per cent compared to Canada at 41.4 per cent. Saskatchewan's proportion of incidents cleared have been on the constant increase, climbing over ten percentage points since 2003.



Source: *CCJS: Crime Statistics, Canada, Provinces and Territories 1997-2008*

Reduce re-offending behaviour through effective rehabilitative interventions with offenders using a continuum of programs and services delivered with partners.

Results

- To address the Minister's Mandate (2007) to make rehabilitation more effective through continuous assessment of best practices and program effectiveness, enhanced security, implementing effective correctional programming, and ensuring sound infrastructure, the following actions were taken:
  - A 12-month review of the *Courage to Change* program implementation was completed in February 2010. This was a field study that examined how capacity to deliver rehabilitation programs via front-line facility workers could be achieved. Front-line case managers were provided the skills and tools to treat their assigned offenders during one-on-one sessions specifically targeting risk factors. The Saskatchewan field study, called *Courage to Change*, involved 11 young offender and adult custody residential units throughout the province. The study systematically collected measures of success and behaviour change. These measures were developed with the assistance of the University of Cincinnati, Division of Criminal Justice. Evaluation measures demonstrated:

- Increased program availability to youth and adults;
- Positive impacts by reducing risk factors as measured by pre/post measures;
- Increased trust between the offender and front-line workers;
- Increased trust between the case worker and the offender; and
- The one-on-one approach was able to adjust to the unique needs of offenders e.g., cultural differences, cognitive differences, reading comprehension, and mental health differences.

- The Supported Employment Initiative for Offenders is a partnership between CPSP, Advanced Education, Employment and Labour (AEEL), Social Services (SS), and CBOs and partners. This initiative strengthens employment readiness and provides training activities for offenders. It also improves linkages with existing labour market opportunities. In 2009-10, an additional $200,000 was dedicated to further development of sustainable employment opportunities for offenders, including support for those who have already secured employment prior to their release. Each of the four secure correctional centres has an Offender Employment Coordinator to develop and facilitate the delivery of employment readiness programs and to establish and maintain links to community employers. The coordinators also help offenders to develop career action plans and often refer them to further training upon release into the community. CPSP and AEEL are committed to conducting a review of offender employment preparation programs funded by CPSP and to research best practice offender labour market attachment models in other jurisdictions.
- The roll-out of staff training in Core Correctional Practices (CCP) at the four secure adult correctional centres and the four Community Training Residences has been completed. CCP training continues to be delivered to new recruits. CCPs are those activities which, when undertaken with offenders, are correlated with reductions in re-offending. These activities include such practices as problem solving, structured learning processes, and cognitive restructuring. CCP training teaches staff ways to address criminogenic needs on a one-to-one basis with offenders.
- The High Risk Serious Violent Offender Audit has been completed and the results presented to Ministry officials. The audit indicated significant improvements over previous audits in the areas of case planning, focus on criminogenic needs, rate of contact between offender and Probation Officer and relapse prevention planning. The audit makes recommendations for further improvements in a number of areas, such as increased use of relapse prevention planning as part of case management, which are being implemented. A follow-up plan was developed for Young Offender Programs to improve those measures important in enhancing community safety, including additional staff training and certifications, recruitment and retention strategies for the northern region, and mechanisms incorporating on-going and increased accountability.
- A sentence calculation audit of custody and community sentences for both adult and young offenders produced recommendations in such areas as training, information-sharing and quality control. Adult Corrections took immediate steps to address the findings and recommendations of the audits and developed a sentence management strategy using best practices and industry standards. The strategy provides for dedicated resources, standardized training, better communication, management oversight and ongoing audits with respect to sentence administration in custody and community operations. Some of

these actions have been put into place immediately and some require a longer term implementation plan. Additional training, policy clarification, management oversight and semi-annual ongoing audits in Young Offender Programs have resulted in a reduction of the number of calculation errors.

- Adult Corrections and Young Offender Programs have adopted a second treatment program for female offenders – *Relationship Skills for Women.* This program builds on the Emotions Management Program and is designed specifically for female offenders. The program has been adopted at the Pine Grove Provincial Correctional Centre, in the female offender units at the Paul Dojack Youth Centre and Orcadia Youth Residence.

- Recognizing the advances of CPSP in the area of effective correctional practice, U.S. Probation and Pre-Trial Services, District of North Dakota, approached the Ministry for assistance. As a result, the Ministry and U.S. Federal Probation have entered into a partnership whereby CPSP will be assisting the District of North Dakota in the training and implementation of effective correctional practices for adult and young offenders. The Memorandum of Understanding was signed in August 2009, and involves a two-year time frame with the option to extend. The partnership will provide for an exchange of information and approaches that will be beneficial for both parties. Formal training of a clinical director for the District of North Dakota has commenced. Training of front-line staff began February 2010.

- The Ministry continued its commitment to effectively manage custody and community case loads, with $3.3 million and 20 FTEs for projected inmate growth in the system. For the 2009-10 fiscal year, Young Offender custody counts were an average daily count of 200 and community counts were an average daily count of 1,900. These numbers were lower than projected, and where possible, efficiencies were realized by closing units. During the same year for Adult Corrections, the average daily custody count was 1,506 and the average daily community count was 6,216. These counts were consistent with what had been projected for the year.

  Construction of a new 90 bed dormitory-style facility within the secure perimeter of the Saskatoon Provincial Correctional Centre (SPCC) was completed in June 2009 as a short-term response to overcrowding in Saskatchewan's correctional facilities. The cost of the facility was $5.8 million. The facility consists of three self-contained dorms, each with 30 beds. This new building was pre-engineered in order to minimize costs. The new facility is occupied and fully operational.

- CPSP continued its work on *The Road Ahead,* Government's commitment to an action plan that addresses the recommendations of the External Investigation Team's (EIT) Report into the August 2008 escape from the Regina Provincial Correctional Centre (RPCC). The action plan contains four strategic directions aimed at: strengthening infrastructure; improving safety and security; enhancing staff performance, preparedness and accountability; better intelligence gathering and stronger security partnerships; and strengthening correctional practices. A strong governance structure is in place to make sure that the commitments made in *The Road Ahead* are delivered. Six specialized operational task teams were created to work on advancing the recommendations. The Ministry acquired the contract services of an expert external advisor to assist the six task teams with the initial implementation work of *The Road Ahead* commitments and also contracted with an external consultant to act as Project Manager for implementation. The following are some of the key achievements to date:

  - Enhanced management capacity: the Ministry fulfilled its commitment of $4.9 million and 18 FTEs to increase

managerial and operational capacity within the facilities. Some of the positions that have been created or filled include: a Provincial Director of Security and Intelligence (Regina), a Provincial Training Manager (location to be determined), a Senior Policy Analyst (Regina), Facility Security Intelligence Officers (Regina, Saskatoon and Prince Albert Correctional Centres), and Deputy Directors of Standards and Communication (Regina, Saskatoon and Prince Albert Correctional Centres). The commitment to have a seven-day-a-week management presence in the correctional centres has been achieved. The Ministry was successful in having the Assistant Deputy Director of Operations positions moved out-of-scope. This resulted in an additional 20 out-of-scope managers across the four correctional centres.

- Enhanced training: A comprehensive training plan has been developed for the out-of-scope Assistant Deputy Directors of Operations (ADDOs). The training is specific to the learning and performance requirements of this management group. It covers topics such as human resource tools, leadership, investigations and reports, strategic direction, and effective communication. A broad training plan, similar to that for the ADDOs, has also been developed for the Assistant Deputy Directors of Programs (ADDPs).
- Internet filtering was put in place at the four correctional centres and a divisional directive that outlines expectations regarding recreational reading materials has been implemented.
- The Ministry finalized a contract with a vendor to provide an inmate telephone monitoring system to the four correctional centres. Often, information about offenders' associates and activities can be used to reduce incidents and illegal activities inside the facility and in the community. This new system will provide a method for inmates to maintain contact with family, friends and professional counsel, while providing tools for investigating and controlling illegal activity on the basis of reasonable grounds. Work on implementation of the new system is underway and will be fully operational by the summer of 2010.
- An extensive review of guiding legislation, regulations and policies is underway to ensure Adult Corrections' authorities are current, support the Ministry's mandate and reflect key principles such as the duty to act fairly.
- Simulation exercise training meant to mirror an incident similar to the August 2008 escape has been developed and implemented at all four correctional centres. Standards for frequency, reporting and evaluation of these training exercises have also been finalized.
- A customized "Corrections and the Law" training module was developed and piloted. Final revisions based on the pilot presentations are currently underway. The training module will enhance correctional staff's understanding of their role within the justice system and the legislation and principles that guide the delivery of corrections services.
- Based on an audit of sentence administration processes, the Ministry established a data baseline and definitions of sentence administration errors to ensure consistent reporting. For 2009-10, out of a total of approximately 6,000 admissions for Young Offenders, the total number of sentence administration errors was six. For Adult Corrections, out of a total of approximately 31,000 admissions in 2009-10, there were ten sentence administration errors.
- A province-wide evaluation of the security of provincial secure custody facilities was undertaken. A total of $9.4 million was approved to address security issues within the corrections system. $8.0 million was identified for security infrastructure upgrades and $1.4 million for security

equipment acquisition. Adult Corrections budgeted $1.0 million for security equipment and $6.6 million for security upgrades in the 2009-10 fiscal year. Security upgrades to the four correctional centres included: structural reinforcement of exterior walls, additional security fencing and cameras, upgraded locks and cell doors, and non-contact visiting facilities.

Young Offender Programs budgeted $1.4 million for safety and security updates and $382,000 for purchasing security equipment that includes: walk-through metal scanners; surveillance cameras and recording devices; Provincial Public Safety Telecommunications Network radios; and two-way radios. All equipment has been purchased and is in operation, with the exception of the walk-through metal scanners.

$8.7M was allocated for the construction of the Remand Centre at the Saskatoon Provincial Correctional Centre. While some preliminary planning work was undertaken, the project was deferred to assist the Government's cost reduction efforts for 2010.

- The Ministry continued its work to develop a multi-year strategy for cultural programming and services for First Nations and Métis offenders in custody and community. In 2009-10, the Ministry increased the capacity of cultural resources and programming in correctional facilities and provided significant cultural awareness training sessions to Assistant Deputy Directors, Team Leaders, Supervisors and Probation Officers across the province. The Ministry also brought together the Cultural Advisors from adult and young offender facilities to meet and provide advice on policy and program development. Work is also underway by the Ministry on a discussion paper on First Nations and Métis Involvement in Corrections that will guide the Ministry in better engaging First Nations and Métis people in corrections and policing programs and services.

  The Kilburn Hall Cultural Building was initiated in 2009-10. The building was constructed to help young offenders connect with their cultural roots by providing a space for them to learn and practice their cultural ceremonies. The space will allow for traditional practices and teachings, and for constructive time together with cultural advisors and elders. The building is split into two areas: one section will be used for cultural programming, such as cultural teachings, talking circles, pipe ceremonies, drumming, singing and other special events. The second area is open to the earth, and will be used for sweat lodge ceremonies.

- The Minister's Mandate (2007) included a commitment to "toughen security in prisons in order to crack down on drugs and gangs in jails while making rehabilitation more effective and increasing support for addiction treatment for offenders". In response to this commitment, the Ministry undertook several initiatives:

  - On December 1, 2009 the Ministry announced a partnership with the RCMP for the use of a full-time drug dog in provincial correctional centres. The Province has agreed to provide the RCMP with funding for a new canine officer position to be based out of Meadow Lake. In turn, the Ministry will have access to full-time drug dog services from that position, and others based out of Regina, Prince Albert and the Battlefords. These RCMP Police Service dog teams will conduct regular, routine searches in correctional facilities and seize any illegal drugs discovered during those searches. Since late 2007, the Ministry has been using the services of trained dogs to conduct periodic, random searches of correctional facilities to crack down on drug use and trafficking. The partnership between the RCMP and CPSP will enhance those services and allow for the use of drug dogs on a regular full-time basis.

- Substance abuse is one of the factors contributing to offending behaviour. CPSP provides offenders with a number of different programming opportunities designed to address addictions and substance abuse issues. The Ministry has been working jointly with the Regina Qu'Appelle Health Region, Sunrise Health Region and Prince Albert Parkland Health Region to increase addictions services in youth and adult custody facilities. Service agreements between health authorities and CPSP are in place to increase substance abuse treatment capacity in custody and to improve treatment continuity as offenders move from custody back to the community. The Dedicated Substance Abuse Treatment Unit (DSATU) at the Regina Provincial Correctional Centre (RPCC) is a partnership between CPSP, the Regina Qu'Appelle Health Region, and the Ministry of Health. This evidence-based treatment program is a dedicated 20 bed in-patient addiction unit. The program runs for five weeks and offenders returning to the community are transitioned to community-based services. It is based on best practice methodologies outlined by Health Canada, The Canadian Centre on Substance Abuse, the Ministry of Health and CPSP. A strategy to formally evaluate the DSATU is currently being developed.
- The Ministry has hired four Security Intelligence Officers (SIOs), one for each adult correctional centre, and is currently in the process of hiring an additional three SIOs, one for each of the adult male correctional centres. An extensive training curriculum for the SIOs has been established, in partnership with the RCMP and Correctional Services Canada. A Director of Security and Intelligence has been permanently staffed within CPSP to oversee the intelligence portfolio. The Director of Security and Intelligence and senior officers with the Criminal Intelligence Service of Saskatchewan (CISS) are currently working together to implement a partnership that will see a CPSP analyst embedded with the CISS in order to strengthen the Ministry's capacity to gather, analyze, share and effectively utilize information on illegal activities, including gang activity, impacting correctional centres and the community. A Memorandum of Understanding (MOU) has been drafted and agreed to in principle with the CISS to support information sharing, joint training and placement of a Corrections Analyst in the CISS office. The MOU is being reviewed by the RCMP national headquarters prior to sign-off.
- In the gang sub-culture, articles of clothing and certain colours are often used to identify and distinguish gang members. All adult correctional centres have now implemented generic institutional clothing. Institutional clothing reduces physical gang identifiers, overt gang identification and "muscling" or intimidation for clothing, since all clothing is the same.

Measurement Results

Percentage of sentenced offenders not re-admitted to any adult correctional program within 24 months

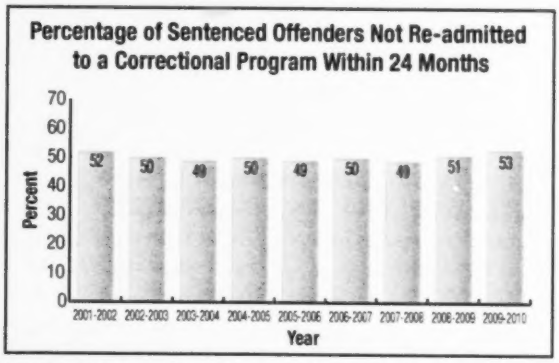
Research shows that correctional programs that target the needs of offenders and are delivered in a manner that matches the learning style of the offenders can reduce subsequent re-offending behaviour. The percentage of offenders who have completed custody and were not re-admitted to any correctional program within 24 months is one indicator of program effectiveness.

Adult Corrections provides services for offenders with sentences of less than two years. Thus, the data does not include those offenders whose sentences are two years or longer and served in federal correctional facilities.

In 2009-10, the percentage of sentenced offenders not re-admitted to any adult correctional program within 24 months of completing custody was 53 per cent, a slight

increase from previous years. Overall, the percentage has remained relatively stable since 2001-02. In adult correctional facilities, more than 74 per cent of offenders are categorized as high-risk to re-offend. At the same time, Saskatchewan's crime rate and, in particular the violent crime rate, remains high. Offender counts in adult facilities have also continued to increase, increasing the pool of high-risk offenders.

These factors all contribute to an environment that presents significant challenges to impacting positively on this measure. However, it should be noted that research indicates approximately 80-90 per cent of high-risk offenders re-offend within a two-year period. Thus, the statistics for Saskatchewan need to be viewed in this context.



Source: Adult Corrections Information Management System

Enhance municipal capacity for building and fire safety and emergencies and strengthen emergency management across government.

Results

- In order to upgrade the Provincial Emergency Plan, a new Concept of Operations protocol was developed and is currently being used in any operational response. This protocol provides a more effective, integrated multi-agency response capability and it is being reviewed as part of the annual review of the Provincial Emergency Plan in 2010-11, along with any resulting amendments to other documents.

- The building of the Provincial Public Safety Telecommunication Network (PPSTN) will be completed and the transition to operations will begin in 2010. Actual expenditures on the development of the PPSTN for 2009-10 were $10.558 million.

  Work on the new radio system has been a collaborative effort between the Ministry, the RCMP and SaskPower. The RCMP and SaskPower are operating and maintaining the radio communications infrastructure to support their operational environment and users. CPSP is completing the implementation of the expanded system in the south to accommodate the broader public safety community interests and government agencies. The target is to have all current and new users operational by the end of 2010-11.

- The Ministry continued its work with private industry and crown corporations to improve their emergency preparedness and resiliency. This included work with the Critical Infrastructure Advisory Network (CIAN). The network consists of owners, operators and representatives of associations of critical sectors such as utilities, transportation, water supply, finance and others on which Government and Saskatchewan communities are dependent. CIAN held two meetings with their members throughout 2009-10; the first focussed on pandemic preparedness and the second on security. In October 2009, a workshop was held that addressed cyber security in SCADA systems (i.e. automated systems). This workshop was attended by 110 people including representatives of all Saskatchewan Crown corporations and key critical infrastructure sectors from across Canada.

  SaskEMO worked closely with CIAN representatives to look at preparedness within their own organizations and at the interdependencies between them and government. This work will continue in order to evolve understanding and preparedness.

- The Ministry established the Public Safety Review Committee (PSRC) in 2008, consisting of representatives of some of the key protective and emergency service providers and their decision-making authorities, to analyze and assess Saskatchewan's public safety environment in relation to the mandate of the Protection and Emergency Services Branch of CPSP. The Committee identified public safety issues within the stakeholder community and developed a report which included recommendations to provide additional support to municipalities facing emergency situations. CPSP is reviewing the PSRC recommendations as part of the development of a regional approach to a new provincial public safety framework. A pilot project is currently underway in southwest Saskatchewan to identify the issues and concerns related to developing such a model on a provincial scale. An initial report has been provided to the Ministry for consideration.
- With regard to adoption of the new edition of the National Building Code, the 2005 editions of both the National Building Code and the National Fire Code came into effect October 1, 2009. The uptake and use of the 2005 codes has been broadly accepted. The National Building Code (NBC) and the National Fire Code (NFC) are developed by the National Research Council's (NRC) Institute for Research in Construction (IRC) under the direction of the Canadian Commission on Building and Fire Codes (CCBFC) in collaboration with the Provincial Territorial Policy Advisory Committee on Codes (PTPACC).

  The Building Standards Unit presented a workshop on *The Uniform Building and Accessibility Standards Act* and Regulations to approximately 85 registrants pre-conference to the Saskatchewan Building Officials Association fall conference in North Battleford. Based on the number of municipal administrators in attendance, this workshop will be offered again in other regions of the province.
- With regard to the Ministry's role in leading the development of a National Emergency Number Association (NENA) region in western Canada through Sask911, the Ministry was unable to secure the minimum number of members within Saskatchewan and is seeking partnership through Manitoba.
- CPSP will continue to integrate and become more active in the various initiatives of the Pacific North West Economic Region (PNWER) to ensure that Saskatchewan is an active participant in inter-provincial partnerships on emergency management (Minister's Mandate). The Pacific North West Economic Region (PNWER) is a public-private partnership chartered by the states of Alaska, Idaho, Montana, Oregon, and Washington as well as the western Canadian provinces of Alberta, British Columbia, and Saskatchewan and the territories of Yukon and Northwest Territories.
- To support municipalities facing emergency situations, Protection and Emergency Services continued to be actively involved in the management of the Flood Protection Initiative (FPI), which provides cost-shared provincial funding to communities impacted by the high water levels in the Fishing and Waldsea Lake areas in 2007. The target completion date for the FPI has been extended to December 31, 2010, due to wet working conditions, the lack of available contractors and the short summer construction season. CPSP led the provincial effort to find long-term solutions to this problem by coordinating the three levels of government, stakeholder groups and other concerned parties, including assisting local governments in: developing long term flood protection strategies, developing community emergency response plans, obtaining the required permits and surveys, developing drainage plans, determining contract costs for the required work and finalizing project details like final cost breakdown and provincial cost-shared funding levels.

Measurement Results

Number of individuals participating in the Emergency Management Training Program

The Emergency Management Training Program provides training to municipalities in the core essentials of an Emergency Management Framework through courses such as development of an emergency plan, operation of an emergency operations centre and elements of a community evacuation. The higher number of both people trained and the level of training is an indication that municipalities, through their local officials, are increasing their emergency management capabilities.

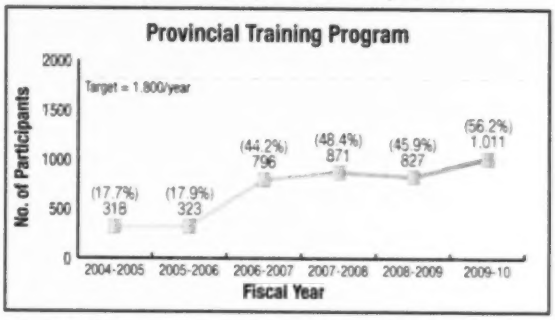
There is a direct relationship between the number of participants and the level of preparedness at the community level. Municipalities that invest in training and development of their emergency management programs are typically better equipped to prepare for and respond to disasters within their community. Local officials and coordinators are able to generally provide a more effective response when required. This may include activation of an updated emergency plan, establishing a local Emergency Operations Centre (EOC), or implementation of a communications plan. This enhanced self-reliance results in improved public safety, a reduction in damage to property and critical infrastructure and enhanced protection of the environment.

The target for training each year is 1,800 participants. This figure is a general estimate of the amount of training that would provide an adequate level of emergency management sustainability in communities and across government. This training is ongoing because of the high need, which in turn, is partly due to the high rate of turnover and attrition in communities each year.

During 2009-10, the number of participants involved in training increased to 1,011, a significant increase over 2008-09. This represents good progress toward our target for training of 1,800 participants.

2009-10:	1,011
2008-09:	827
2007-08:	871
2006-07:	796
2005-06:	323
2004-05:	318
2002-03 (baseline):	200

Source: Protection and Emergency Services monthly statistics



Source: Protection and Emergency Services Monthly Statistics

Ensure the effective regulation, licensing, inspection and enforcement of boilers, pressure vessels, elevators and amusement rides, and maintain safety standards through a balanced legislative framework.

Results

- Licensing and Inspections Branch continued to contribute to and participate in national and international standards development. As members of the Canadian Standards Association (CSA), National Board of Boiler and Pressure Vessel Inspectors (NBBI) and American Society of Mechanical Engineers (ASME), the Ministry's Licensing and Inspections staff have participated on technical committees in the development of codes adopted under provincial legislation:
  - CSA B51 – Boiler, Pressure Vessel and Pressure Piping Code
  - CSA B52 – Mechanical Refrigeration Code
  - Association of Chief Boiler and Pressure Vessel Inspectors (ACI)
  - Association of Chief Inspectors Technical Committee

- Standardization of Power Engineers Examinations Committee
- National Public Safety Advisory Committee

- In 2009-10, Licensing and Inspections continued to administer gas and electrical licensing programs, as well as inspections and related safety programs for boilers, pressure vessels, elevators and amusement rides as follows:
  - processed and issued 2,621 electrical contractor and journeyman electrician licences, and 1,162 gas contractor and gas fitter licences;
  - completed 245 amusement ride inspections, 2,650 inspections of elevating devices, and registered 199 new installation designs; and,
  - completed 12,027 inspections of boilers and pressure vessels, registered 1,914 new designs, issued 2,460 boiler operator licences, managed 968 welder tests, and are processing 117 applications for certificates permitting manufacturing of pressure equipment.
- The Ministry was able to make further progress in implementing the new Quality Management System (QMS). Under new legislation established in 2007, owners or insurers with a registered Quality Management System of Inspections and employing licensed inspectors are permitted to inspect equipment that they own or insure. The Ministry periodically audits the implementation of the Quality Management System of Inspections. Through this collaboration with industry partners, a reduction is anticipated in the pressure equipment inventory the Ministry is responsible for inspecting. Four companies have now had their Quality Management System of Inspections certified. These companies are in various stages of implementing the program and 3,165 pieces of equipment have been officially transferred under the responsibility for inspection to the QMS holder to date. The equipment transferred to these three companies represents approximately 10 per cent of the province's total pressure equipment inventory.
- In 2009-10, the Ministry undertook research and stakeholder consultations regarding potential models for delivering licensing and inspections services. As a result, as of July 1, 2010 the Ministry will be establishing the Technical Safety Authority of Saskatchewan, a stand-alone agency that will deliver the programs and services related to elevators, amusement rides, boilers and pressure vessels. Government will retain responsibility for policy, legislation and regulation of the new agency.

Measurement Results

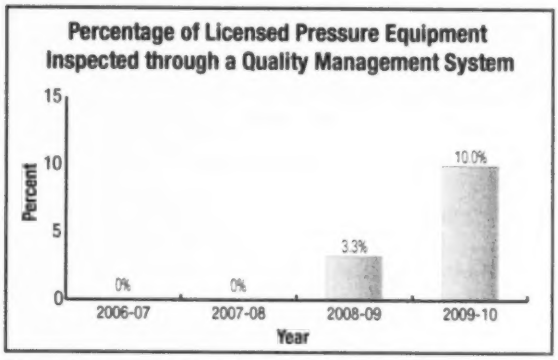
Percentage of licensed pressure equipment inspected through a quality management system

Government inspectors are required to perform periodic inspections of operating boilers and pressure vessels within the province. A satisfactory inspection certificate as a result of the government inspection is required for the owner to maintain a licence for operation.

A Quality Management System is a licensed program that provides a pressure equipment owner with the opportunity to establish a documented inspection program and employ qualified inspection personnel in order to perform recognized periodic inspections on the equipment they own under government licensing and audit oversight. This measure assesses the proportion of owner inspections, thus documenting the shift from government to private inspections. It also assesses the administration of a core regulatory component of an effective public safety program through government – industry partnerships.

Because new legislation for the Quality Management System (QMS) was only established in 2007, it will take time to document long-term data. To date, 3,165 pieces of equipment have been officially transferred under the responsibility for inspection to the QMS holder. This represents

approximately 10 per cent of the province's total pressure equipment inventory.



Source: Corrections, Public Safety and Policing, Licensing and Inspections monthly statistics

Keep Government's Promises and fulfill the commitments of the election, operating with integrity and transparency, accountable to the people of Saskatchewan.

Maintain safe, healthy and respectful work environments.

- In order to address northern recruitment and retention issues, the Ministry's Committee for Northern Recruitment and Retention reviewed the key issues in recruiting employees in Northern Saskatchewan and has begun to research solutions in the development of a northern recruitment and retention strategy. Young Offender Programs has drafted a Northern Recruitment and Retention Strategy that has been presented to the committee for review. Strategies will be strengthened through the Ministry's partnership in the multi-ministry recruitment and retention review with the ministries of Social Services, Highways, Environment and Health.

  The Ministry is a partner with the Public Service Commission in this strategy, which will address common issues such as salaries, living costs, and housing that will improve retention. As well, Young Offender Programs increased management and leadership capacity to recruit and provide on-the-job training and mentoring, and to improve partnerships with northern service providers.

- The Ministry continued its commitment to ensuring that the right to privacy of all clients is upheld. All correctional custody and community staff have received presentations/training regarding privacy and expectations pursuant to *The Freedom of Information and Protection of Privacy Act*. Privacy and access guides have been developed and printed for CPSP staff and CBOs.

  CPSP received 259 requests for access to information in 2009-10, up from 57 in 2008-09. The Director of Information Management is the Privacy Officer for the Ministry and the Executive Director of Strategic Policy is the Access to Information Officer for the Ministry.

- The Criminal Justice Information Management System (CJIMS) is a strategic project whose ultimate objective is to provide a common system that will: support the operation of the criminal justice system in Saskatchewan; provide data to inform the planning and evaluation units of the involved ministries; and meet the province's obligations with respect to the provision of data to the Canadian Criminal Justice Statistics (CCJS) unit of Statistics Canada. The Ministry is working in partnership with the Ministry of Justice and Attorney General and the Information Technology Office on this project.

  A business case was approved by the Information Management Advisory Council in 2009. Work began to identify business needs and opportunities for automation. In March 2010, a memo of understanding was signed with Justice and the Information Technology Office for a one year pilot project on the modernization of legacy systems that will be combined to form the new CJIMS.

- With regard to implementation of the Ministry's strategic long term capital plan, planning for new cell spaces in Prince Albert (Pine Grove) and Saskatoon was started in 2008-09.

In July 2009, the 90 bed dormitory building was opened at the Saskatoon Provincial Correctional Centre (SPCC) which added desperately needed bed capacity to assist with severe overcrowding within the provincial correctional system.

$8.7M was allocated for the construction of the Remand Centre at the SPCC. While some preliminary planning work was undertaken, the project was deferred to assist the Government's cost reduction efforts for 2009-10.

- The Ministry has identified succession planning, training for the future, recruitment and retention, diversity, health, safety and wellness and awareness of accountability for financial and administrative processes as key priorities in order to build its capacity and effectiveness in the future.

  Succession planning will help ensure continuity in numbers and management competencies in the supervisory and management groups. To support this, a wide range of learning and development initiatives have been developed and undertaken primarily in Adult Corrections and Young Offender Programs divisions. These are multi-year programs. These include the University of Saskatchewan Leadership Development Program; the University of Regina Johnson-Shoyama Graduate School leadership, finance and policy courses; 10 human resource management workshops in areas including labour relations, coaching employees, team building, corrective discipline, probationary reviews, attendance management and two leadership workshops. Ministry divisions also undertake informal initiatives with emerging leaders in their field to build management capacity. Interest in and demand for these programs has been strong. Specific training activities include:

  - The University of Regina Centre for Management Development delivered two training events on budget forecasting to staff of Young Offender Programs (YOP) and Adult Corrections (AC). A total of 58 staff members from both YOP and AC participated in the training events in February and March 2010.
  - A management training program has been developed for middle managers in adult corrections facilities. The program is comprised of human resource management and leadership development workshops. This program was delivered between November 2009 and February 2010. Plans are to extended the program to all areas of the Ministry in the future. Other succession and management development activities in the Ministry include experiential development opportunities through term assignments, job rotations and temporary management assignments. The Ministry's formal succession program has been providing experiential assignments to those participants in the final phase of their two-year program. The experiential assignments through the formal succession program are six months in duration. There are approximately 12 individuals enrolled. Term assignments, job rotations and temporary management assignments vary in length from a few weeks to a few months.

  With respect to diversity, the Ministry continues to provide a range of diversity education opportunities to employees including First Nations and Métis awareness training, anti-harassment training, respectful workplace training and team building. Senior management has been reviewing and researching diversity best practices and developing a set of recommendations to explore further, pending the outcome of the Public Service Diversity Task Force research and recommendations. The Public Service Diversity Task Force is led by the Public Service Commission.

  An annual work plan has been developed by the Ministry's Occupational Health and Safety Council. Projects include: developing workplace violence policies; supporting Critical Incident Stress Management training for employees; providing health, safety and wellness education; wellness activity

programs for employees, maintaining health and safety policies; and supporting pandemic planning. The Ministry is actively managing duty to accommodate and return to work situations and continues to provide education and awareness workshops to managers and stakeholders.

- The Ministry is developing an automated workforce scheduling system for facility staff. The Staff Workforce Scheduling (SWS) project is a multi-year project initiated in 2007-08 by Adult Corrections, Young Offender Programs and the Public Service Commission-Human Resources to: reduce the number of grievances, contain overtime costs, enhance the safety and security within facilities and ensure compliance with the collective bargaining agreements and letters of understanding. In March 2009, a commercial product was acquired to support staff scheduling. This software-based scheduling system is designed to replace the various manual and quasi-automated scheduling methods. Configuration and customization efforts began in 2009-10 in two of the targeted 14 sites. Work continued on implementation.

  Implementation of the Automated Time Labour Advanced Scheduling (ATLAS) system began in September 2009 at North Battleford and Drumming Hill Youth Centres. The application is in the final stage of customization and acceptance testing for these facilities. Implementation in Prince Albert Correctional Centre is forecast in the second quarter, 2010.

  Staff Workforce Scheduling is the name that Adult Corrections has assigned to the project, while *ATLAS* (Automated Time Labour Advanced Scheduling) is the name of the computer software that was chosen to meet the project requirements.

- In order to reduce overtime expenditures, the Ministry has developed a comprehensive reduction strategy that considers the key drivers of overtime, potential options, best practices and technologies available to support the strategy. Additional permanent and part time staff have been hired and are being utilized to provide staffing flexibility in order to maximize operational effectiveness and cost efficiencies. A number of additional measures are being undertaken to reduce overtime costs. Together, these strategies will enable the Ministry to better manage overtime and reduce overtime expenditures. Initial indications are that the Ministry is generating savings through this strategy.

- CPSP has been working to implement an attendance management strategy to reduce employee absenteeism in adult and youth custody facilities. The Ministry has a number of attendance management strategies already in place to address excessive sick leave. Examples include monitoring of sick leave usage, management coaching and counselling of employees, and requests for doctor's certificates. The Ministry has also strengthened management of return to work and accommodations by hiring a Return to Work/Job Accommodation Human Resource Consultant Specialist. A draft attendance management policy has been developed which outlines management, supervisor and employee responsibilities and provides management guidelines. It also encourages recognition for employees with exemplary attendance. A working committee has been established to develop an implementation strategy, including communications and training.

- A thorough review of the orientation training that CPSP provides to probation officers was completed and new training developed. The recommendations stemming from this review have evolved into the development of three phases of probation officer induction training. The three phases are carried out at different intervals over an approximate eight-month timeframe, thus providing newly hired staff time to integrate material learned within the office and community setting. Induction training encompasses many topics including legislation, law and policy, safety procedures, report writing, court procedures, Corrections Management and Information Systems, and conditional sentence training.

The intent of this training is to provide staff with the necessary foundation, background, working knowledge and skills to carry out the duties of their profession with the highest standards, professionalism, efficiency and confidence. A comprehensive staff handbook for probation officers and an orientation manual has also been developed to complement the orientation process.

Measurement Results

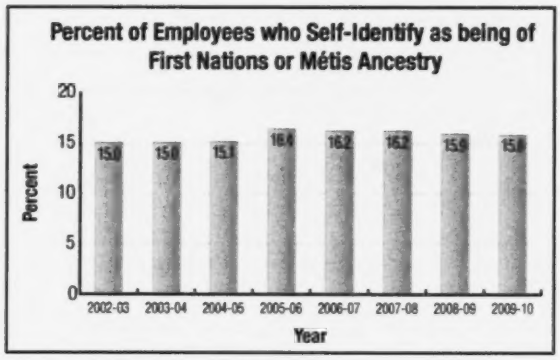
Percentage of CPSP employees who self-identify as being of First Nations or Métis ancestry

Aboriginal people represent approximately 15 per cent of the population in Saskatchewan, but are significantly over-represented in the criminal justice system (between 70-80 per cent of people in custody are of Aboriginal ancestry).

One way of helping ensure that correctional programs respect the cultural and spiritual needs of First Nations and Métis clients is to have correctional staff who are of First Nations or Métis ancestry.

In 2009-10, 15.8 per cent of CPSP employees who self-identify are of First Nations and Métis ancestry. Although the percentage of employees who self-identify as being of First Nations or Métis ancestry has decreased since 2005-06, CPSP's First Nations and Métis employee numbers grew by 18 employees during 2008-09. However, the CPSP total workforce size increased by 150 employees over that period and thus the percentage of First Nations and Métis employees as a proportion of the total Ministry workforce decreased slightly.

In 2008-09, CPSP began the revitalization of a strategic direction for diversity, including enhancement of employment equity hiring. It is hoped that initiatives such as this will result in increased numbers for First Nations and Métis employees in future years.

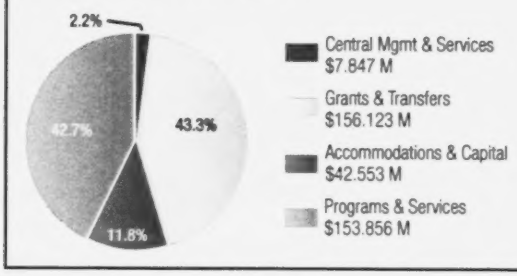


Source: Public Service Commission

2009-10 Financial Overview

Expenditures

2009-10 Actual Expenditures by Category - $360.38M (Based on Original Budget)



Revenues

The Ministry's original revenue budget for 2009-10 was $26.335 million. This mainly consists of $8.679 million in revenue from the federal government for cost-shared programs, $13.16 million for reimbursement from municipal governments for policing services, and $3.958 million from licensing, permits and other fees. CPSP actual revenue for the year was $39.941 million, exceeding the budget by $13.606 million. The increase was mainly attributed to federal reimbursement under the Disaster Financial Assistance Arrangements for eligible claims under the Provincial Disaster Assistance Program (PDAP).

Full Time Equivalents (FTEs)

The Ministry's FTE budget for 2009-10 was 2,017.3 FTEs. CPSP has historically over-expended FTEs, most specifically related to overtime, sick leave, backfill for Workers' Compensation claims and staffing to address inmate counts in adult correctional facilities. The actual FTE utilization was 2,116.4, an over-utilization of 99.1 FTEs. A strategy is being developed to reduce this issue.

2009-10 Financial Results

Summary of Expenditures

Actual and budgeted expenditures by subvote and program are detailed in the following table. Variance explanations are provided for amounts greater than $300,000 and statutory items.

Original Estimates

	(in thousands of dollars)				
Program	2008-09 Actual Expenditure (Restated)	2009-10 Original Estimates	2009-10 Actual Expenditure	Variance Over/ (under)	
Central Management and Services	**43**	**44**	**44**	**0**	
Minister's Salary (Statutory)	1,808	1,715	1,969	254	
Executive Management	5,248	6,772	7,319	547	1
Central Services	12,002	24,849	21,904	(2,945)	2
Accommodation Services					
Adult Corrections					
Adult Corrections Facilities	77,551	83,178	84,147	969	3
Community Training Residences	2,370	2,380	2,568	188	
Community Operations	11,837	12,299	12,913	614	4
Program Support	2,816	2,081	4,880	2,799	5
Correctional Facilities Industries Revolving Fund – Subsidy	40	40	40	0	
Correctional Facilities Industries Revolving Fund	(34)	0	(51)	(51)	
Young Offender Programs					
Young Offender Facilities	29,663	29,782	30,171	389	6
Community and Alternative Measures	6,250	6,675	6,424	(251)	
Program Support	1,926	1,891	2,098	207	
Regional Services	10,441	12,714	10,944	(1,770)	7
Public Safety					
Protection and Emergency Services	2,928	3,200	3,330	130	
Provincial Disaster Assistance Program	14,485	550	10,441	9,891	8
Joint Emergency Preparedness Program	349	666	459	(207)	
Licensing and Inspection Services	3,221	3,260	3,748	488	9
Emergency Management Initiatives	5,187	1,810	2,089	279	
Major Capital Projects					
Regina Provincial Correctional Centre	6,782	0	1,021	1,021	10
Saskatoon Provincial Correctional Centre	4,232	8,700	688	(8,012)	11
Provincial Public Safety Telecommunication	7,662	22,400	10,558	(11,842)	12
Policing Services					
Program Support	778	797	1,108	311	13
Police Programs	9,434	13,025	12,288	(737)	14
Saskatchewan Police Commission	1,150	1,215	1,243	28	
Royal Canadian Mounted Police	116,461	127,089	128,036	947	15
Total Appropriation	**334,630**	**367,132**	**360,379**	**(6,753)**	
Capital Acquisitions	(19,848)	(45,568)	(20,649)	22,919	
Net Amortization	301	450	584	134	
Total Expense	**315,083**	**324,014**	**340,314**	**16,300**	

Explanations of Major Variances
(for variances greater than $300,000)

1. Increase for Staff Workforce Scheduling Software Project
2. Under expenditure for accommodation, infrastructure and security upgrades
3. Increase for inmate count management
4. Increase for offenders in community management
5. Rest break arbitration settlement, grievances and *The Road Ahead* expenses
6. Operation costs for Echo Valley Youth Centre, collective bargaining agreement (CBA) retro and legal accrual
7. Moved operation costs for Echo Valley Youth Centre to Facilities and vacancy management savings
8. Increased costs relating to claim accruals
9. Increased industry demand for inspection and licensing services
10. Capital upgrades due to change of Occupational Health and Safety coding
11. Capital project deferrals
12. Lack of contractors and technical equipment for the capital program
13. *Futures of Policing* initiative and staffing costs
14. Reduced grant funding and vacancy management
15. Under expenditure on allowance for retro pay

(Final numbers subject to Public Accounts and Provincial Audit verification)

Revenues

Corrections, Public Safety and Policing collects revenue related to the registration, licensing and inspection of boilers and pressure vessels, elevators and amusement rides. CPSP licenses engineers who operate this equipment. The Ministry also licenses journeymen, employers and contractors in the electrical and gas trades.

CPSP collects revenue from cost-sharing claims with the Government of Canada and other levels of government including revenue related to municipal policing costs. These agreements relate to the provision of policing services, adult and youth correctional programming, and emergency management services.

All revenue collected is deposited to the General Revenue Fund. A summary of the Ministry's actual 2009-10 revenue is compared to the original budget. Variance explanations are provided for amounts greater than $75,000.

Summary of Original Budget and Actual

	(in thousands of dollars)			
Revenue Category	**2009-10 Original Budget**	**2009-10 Actual**	**Variance Over/ (under)**	
Other Enterprise and Funds	$ 402	$ 266	$ (136)	1
Fines	15	0	(15)	
Licences and Permits	3,365	3,963	598	2
Sales, Services and Service Fees	593	1,054	461	3
Transfers from Other Governments	13,159	12,888	(271)	4
Other Miscellaneous Revenue	122	4,600	4,478	5
Other Federal/Provincial Agreements	8,679	17,170	8,491	6
TOTAL	**26,335**	**39,941**	**13,606**	

Explanations of Major Variances
(for variances greater than $75,000)

Based on Original Budget

1. Reduced expenditures for reimbursement from the Sask911 Account
2. Increase in licences and permits issued
3. Increase in licensing registrations
4. Decrease in municipal grant federal cost share recoveries
5. Refund to the General Revenue Fund due to overestimates of accruals related to PDAP
6. Increase in estimated federal cost share agreements including National Initiative Fund, Exchange of Services for Inmates, Young Offenders Agreement and PDAP

Revolving Funds

The Ministry is responsible for managing and operating the Correctional Facilities Industries Revolving Fund (PRISM Industries). Further information on this fund is available in Appendix C.

For More Information

This report provides information about both our accomplishments and our future plans. If you have any questions or comments, or would like additional copies of this report, we invite you to call (306) 787-7872.

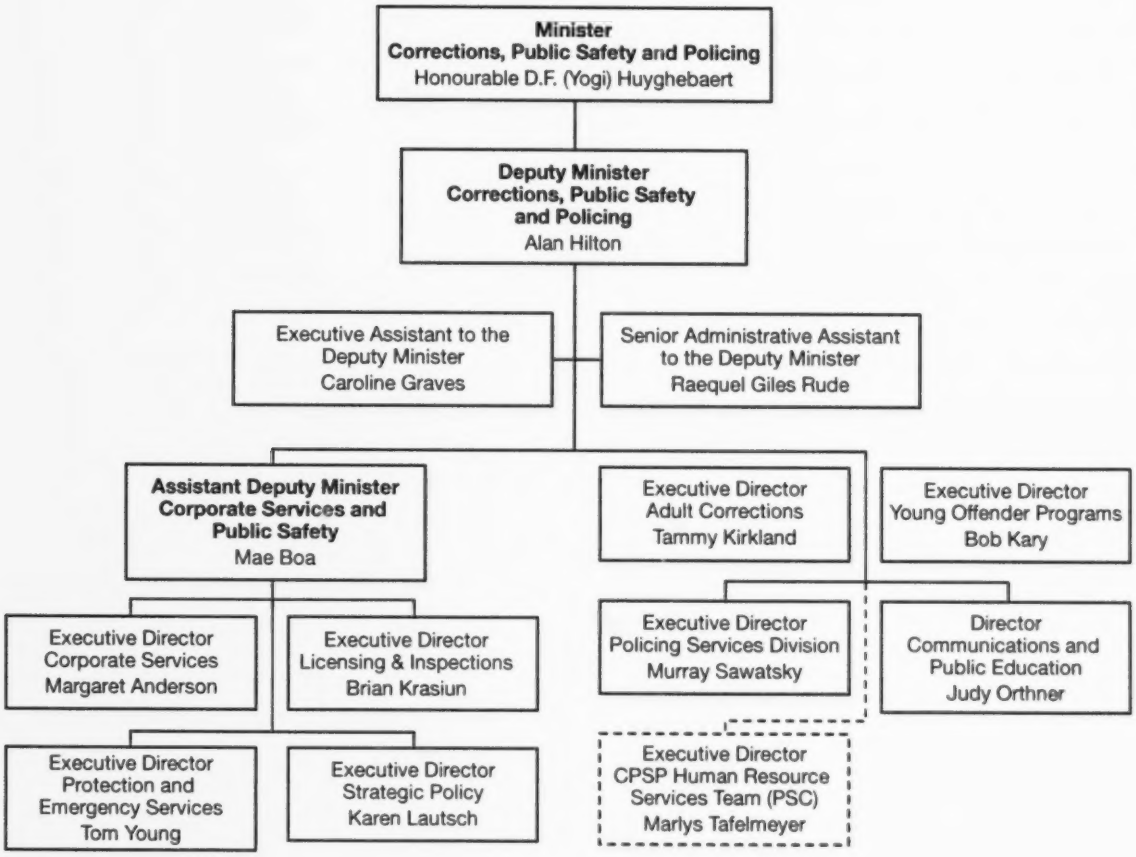
Or contact:

Ministry of Corrections, Public Safety and Policing
Communications and Public Education Branch
1000-1874 Scarth Street
Regina, Saskatchewan S4P 4B3

Or send us an e-mail through the Ministry of Corrections, Public Safety and Policing web site:
www.cpsp.gov.sk.ca

Appendices

Appendix A: Organizational Chart



Appendix B: Acts and Regulations (Provincial and Federal Legislation Administered or Enforced by CPSP)

1. Adult Corrections

- *The Criminal Code* (Federal)
- *The Correctional Services Act*
- *Correctional Services Administration, Discipline and Security Regulations*
- *Correctional Services Trust Account Regulations*
- *The Corrections and Conditional Release Act* (Federal)
- *The Prisons and Reformatories Act* (Federal)

2. Young Offender Programs

- *The Youth Justice Administration Act*
- *The Youth Criminal Justice Act* (Federal)
- *The Residential Services Act*
- *The Criminal Code* (Federal)
- *The Summary Offences Procedures Act*

3. Protection and Emergency Services

- *The Emergency 911 System Amendment Act, 2009*
- *The Public Safety Answering Point Regulations*
- *The Emergency Planning Act*
- *The Provincial Disaster Assistance Program Regulations, 1993*
- *Emergency Services Telecommunication Program Regulations*
- *The Fire Prevention Act, 1992*
- *The Saskatchewan Fire Code Amendment Regulations, 2009*
- *The Fire Insurance Fees and Reporting Regulations*
- *Uniform Building and Accessibility Standards Act*
- *The Building and Accessibility Standards Administration Amendment Regulations, 2010*
- *The Uniform Building and Accessibility Standards Amendment Regulations, 2009*

4. Licensing and Inspections

- *The Amusement Ride Safety Act*
- *The Amusement Ride Safety Regulations*
- *The Boiler and Pressure Vessel Act, 1999*
- *The Boiler and Pressure Vessel Regulations*
- *The Electrical Licensing Act*
- *The Electrical Contractor's Guarantee Bond Regulations, 1988*
- *The Electrical Licensing Exemption Regulations*
- *The Electrical Licensing Fees Regulations*
- *The Gas Licensing Act*
- *The Gas Licensing Regulations*
- *The Passenger and Freight Elevator Act*
- *The Passenger and Freight Elevator Regulations, 2003*

5. Policing Services

- *The Police Act, 1990*
- *Municipal Police Clothing and Rank Regulations, 1991*
- *Municipal Police Training Regulations, 1991*
- *Municipal Police Equipment Regulations, 1991*
- *Municipal Police Discipline Regulations, 1991*
- *Municipal Police Recruiting Regulations, 1991*
- *Municipal Police Report Forms and Filing System Regulations, 1991*
- *Police Regulations*
- *The Private Investigators and Security Guards Act, 1997*
- *Private Investigators and Security Guards Regulations, 2000*
- *The Public Disclosure Act*
- *Public Disclosure Regulations*
- *The Safer Communities and Neighbourhoods Act*
- *Safer Communities and Neighbourhoods Regulations*
- *The Traffic Safety Act, Part XV, Division 3*
- *Vehicle Impoundment (Public Order) Regulations, 2007*
- *The Police and Peace Officers' Memorial Day Act*
- *The Seizure of Criminal Property Act*
- *The Criminal Enterprise Suppression Act*
- *The Witness Protection Act*

Appendix C: Revolving Fund Revenue Disclosure

The Corrections Facilities Industries Revolving Fund operates under the authority of Section 53 of *The Correctional Services Act*. The purpose of the Revolving Fund is to rehabilitate inmates by operating work programs intended to provide practical and marketable work skills for inmates and to provide a revenue source to reduce the costs of inmate programming.

PRISM Industries operates similar to private sector shops where quality products, full workdays, waste reduction, efficiency, and inventory control are business decisions. The long-term financial targets of the fund are in accordance with the Revolving Fund concept of breakeven management.

The Revolving Fund collects revenue from the sale of manufactured items on behalf of the Government. All revenue collected is deposited to the General Revenue Fund (GRF).

The following table compares budget and actual summary information.

	(in thousands of dollars)			
	Budget	**Actual**	**Variance Over/(under)**	
Revenue	**548**	**527**	**(21)**	1
Expenditures				
Cost of Goods Sold	481	522	41	2
Gross Profit (Loss)	**67**	**5**	**(62)**	
Overhead Expenses	55	57	2	
SURPLUS FROM OPERATIONS	12	(52)	(64)	3
Other Income	0	0	0	
Subsidy from GRF	40	40	0	
Annual Surplus	**52**	**(12)**	**(64)**	

Note: Final numbers subject to Public Accounts and Provincial Audit verification.

Explanations of Major Variances

1. Decrease in sales
2. Increased costs of inventory
3. Return of accumulated operating surplus

Audited financial statements are available at
www.gov.sk.ca/finance/paccts/paccts4/compendium/toc.htm

Appendix D: Contact List

For further information on the programs and services provided by the Ministry of Corrections, Public Safety and Policing described in this document, please contact the following:

Adult Corrections	787-8958
Young Offender Programs	787-5699
Policing Services	787-6518
Licensing and Inspections	787-1443
Protection and Emergency Services	787-8568
Communications and Public Education	787-7872
Corporate Services	787-8633
Information Management	787-9512
Strategic Policy	787-6585
Human Resources	787-8901

Appendix E: Correctional Facilities and Community Training Residences

Secure facilities are those that are locked 24 hours a day and offenders receive the majority of their programming in those facilities.

Open facilities are those that are not locked 24 hours a day as offenders will participate in programming in the community. For example, a young offender in an open custody facility may attend school and/or employment in the community.

There are two federal correctional facilities in Saskatchewan, which are administered by the federal government for adult offenders sentenced to two years or more.

PROVINCIAL ADULT CORRECTIONAL CENTRES		
Facility	**Facility Security Designation (Secure and/or Open Custody)**	**Gender**
Regina Provincial Correctional Centre P.O. Box 617 4040 East - 9th Avenue North REGINA, SK S4P 3A6	Secure	Male
Prince Albert Provincial Correctional Centre P.O. Box 3003 PRINCE ALBERT, SK S6V 6G1	Secure	Male
Saskatoon Provincial Correctional Centre 910 - 60th Street East SASKATOON, SK S7K 2H6	Secure	Male
Pine Grove Provincial Correctional Centre P.O. Box 3003 PRINCE ALBERT, SK S6V 6G1	Secure	Female

ADULT COMMUNITY FACILITIES		
Facility	**Facility Security Designation (Secure and/or Open Custody)**	**Gender**
Regina Community Training Residence 2267 Smith Street REGINA, SK S4P 2P5	Open	Male
Saskatoon Community Training Residence 501-4th Avenue North SASKATOON, SK S7K 2M5	Open	Male
Prince Albert Community Training Residence 1827 – 1st Avenue West PRINCE ALBERT, SK S6V 4Z5	Open	Male
Women's Community Training Residence 123 La Ronge Road SASKATOON, SK S7K 5T3	Open	Female
Battlefords Community Correctional Centre P.O. Box 996 NORTH BATTLEFORD, SK S9A 3E6	Open	Male
Besnard Lake Correctional Camp P.O. Box 5000 LA RONGE, SK S0J 1L0	Open	Male
Buffalo Narrows Community Correctional Centre P.O. Box 340 BUFFALO NARROWS, SK S0M 0J0	Open	Male

YOUNG OFFENDERS PROGRAM PROVINCIAL YOUTH CENTRES		
Facility	**Facility Security Designation (Secure and/or Open Custody)**	**Gender**
Paul Dojack Youth Centre Ritter Avenue and Toothill Street REGINA, SK S4P 3V7	Secure and Open	Male and Female
Echo Valley Youth Centre Box 1850 FORT QU'APPELLE, SK S0G 1S0	Secure and Open	Male
Drumming Hill Youth Centre Box 1299 NORTH BATTLEFORD, SK S9A 4B3	Open	Male
North Battleford Youth Centre Box 1447 NORTH BATTLEFORD, SK S9A 4B4	Secure	Male
Kilburn Hall 1302 Kilburn Avenue SASKATOON, SK S7K 2H6	Secure	Male and Female
Prince Albert Youth Residence/Sharber Unit Box 3003, 901 - 17th Avenue N PRINCE ALBERT, SK S6V 6G1	Secure and Open	Male
Yarrow Youth Farm 33rd Street and Dalmeny c/o 122 - 3rd Avenue N SASKATOON, SK S7K 2H6	Open	Male
Orcadia Youth Residence c/o 72 Smith Street YORKTON, SK S3N 2Y4	Secure and Open	Male and Female

FEDERAL CORRECTIONAL FACILITIES

Regional Psychiatric Centre
P.O. Box 9243
2520 Central Avenue North
SASKATOON, SK S7K 3X5

Saskatchewan Penitentiary
P.O. Box 160
15th Street West
PRINCE ALBERT, SK S6V 5R6

Appendix F: Definition of Technical Terms and Acronyms

GENERAL

Full Time Equivalents (FTEs): This is a measure determining the staff complement for the Ministry.

Critical Incident Stress Management (CISM): Teams of corrections workers, police officers or fire fighters and their medical staff who are available to respond to fellow emergency responders exposed to stressful situations.

Criminal Justice Information Management System (CJIMS): A new integrated information system to support Saskatchewan's criminal justice system. This system will replace the stand-alone court system used by Justice, and the old systems used by Adult Corrections and Young Offenders Programs.

Community-Based Organizations (CBOs): Operations run by community organizations that are contracted by government to administer programs on its behalf.

PROTECTION AND EMERGENCY SERVICES

Classes of Building Officials Licences:

Class 1 - Complete plan reviews and inspections of residential buildings that contain one or two dwelling units.

Class 2 - Complete plan reviews and inspections of buildings covered by Class 1 and buildings within the scope of Part 9 of the Code. (Part 9 buildings are 3 storeys or less in building height, having a building area not exceeding 600 m^2 consisting of residential, business and personal services, mercantile, and medium and low hazard industrial occupancies.)

Class 3 - Complete plan reviews and inspections of buildings covered by Class 1 and 2 and buildings that are within the scope of Part 3. (Part 3 buildings are all buildings classified as assembly, care or detention, or high hazard industrial occupancies, and all buildings exceeding 600 m^2 in building area or exceeding 3 storeys in building height.)

Disaster Financial Assistance Arrangement (DFAA): The purpose of the DFAA is to assist provinces with the costs of dealing with a disaster where those costs would otherwise place a significant burden on the provincial economy and would exceed what they might reasonably be expected to fully bear on their own. This program cost shares provincial expenditures incurred due to responding and restoring from natural disasters that meet the criteria outlined in the program.

Emergency 9-1-1 System Act: This Act contains legislative provisions for the Province to operate Saskatchewan's Emergency 9-1-1 system.

Fire Prevention Act (FPA): An Act respecting fire prevention. The FPA allows adoption of the National Fire Code of Canada (NFC) as the minimum standard for fire safe operation and maintenance of buildings. Public safety is achieved through consistent application of fire safety standards.

Provincial Disaster Assistance Program (PDAP): This program provides financial assistance to communities and individuals who incur substantial loss or damage to essential, uninsurable property caused by specific natural disasters.

Provincial Public Safety Telecommunications Network (PPSTN): A project led by CPSP to consolidate all users of public safety telecommunications onto a single system hosted by SaskPower and the RCMP.

Public Safety Review Committee (PSRC): A committee, comprised of representatives of Saskatchewan's fire service, emergency responders, building officials and representatives from the Saskatchewan Urban Municipalities Association (SUMA) and the Saskatchewan Association of Rural Municipalities (SARM), was asked to review the public safety environment within Saskatchewan to identify common public safety issues of the stakeholder community and to make appropriate recommendations to address those issues.

***Uniform Building and Accessibility Standards Act* (UBAS):** The UBAS is an Act respecting building and accessibility standards and provides for the inspection of buildings. Through regulations, the UBAS allows Saskatchewan to adopt the National Building Code of Canada (NBC) as the minimum standard of construction across the province.

CORRECTIONS

Adult Corrections

Acceptable Bed Space: Acceptable bed space defined by CPSP is a single cell occupied by a single offender, which gives the offender privacy, safety and appropriate security.

Average Daily Count: The average number of offenders who are incarcerated in the province's secure custody correctional centres each day.

Bail: Security (usually a sum of money) exchanged for the release of an arrested person as a guarantee of that person's appearance for trial.

Cell Extraction Team (CET): A team of specially trained corrections workers who respond to incidents such as high security escorts and removing an inmate from their cell.

Community Corrections: Offenders on probation and serving conditional sentences live in the community and can access community resources. This allows them to be involved with appropriate programs and services for counselling, job search, substance abuse treatment, etc.

Community Service Order Program: This program provides judges with a further sentencing alternative, where "paying for a crime" by conducting community service work is appropriate.

Community Training Residences (CTRs): Offenders who are completing their sentences and are preparing for reintegration back into the community can apply to serve the remainder of their sentence in a "Community Training Residence", sometimes known as a "halfway house." Three men's CTRs are located in Regina, Saskatoon and Prince Albert, and one women's CTR is located in Saskatoon.

Conditional Sentence: A sentence served in the community, instead of jail. The sentence usually has strict conditions, including a curfew.

Changing Face of Corrections: A cross-jurisdictional study of corrections services across provinces and territories in Canada.

Correctional Services Act: This Act provides the legislative authority for the Province to administer Saskatchewan's correctional system. It is intended for amendments to the Act to be brought forward in the Spring, 2010 legislative session. These amendments will reflect recommendations from the External Investigation Team Report into the escape from the Regina Correctional Centre, and the Government's response.

Dynamic security is comprised of all forms of staff - offender interactions that can serve to inform operational decisions, risk assessments, case management and decision-making processes as well as contribute to effective offender rehabilitation. It supports static security measures in that it allows us to anticipate, prevent and/or manage incidents, and to enhance offender and staff safety. All staff members who work in direct contact with offenders (i.e. correctional officers, kitchen staff, psychologists, teachers, etc.) are expected to participate in and contribute to dynamic security.

Intensive Probation/Electronic Monitoring Program: The courts may order electronic monitoring as a unique condition of a court order. The monitor is an electronic device attached to the offender's ankle, which allows officials to ensure curfew restrictions are adhered to. The target group for electronic monitoring is those offenders who would normally receive a sentence of incarceration or who would be placed on remand, but are determined to be safely supervised in the community.

Enhanced Bail Supervision Program: This program helps divert offenders from remand custody by providing increased community supervision for individuals who would otherwise be on remand. Participation in this program is by court order.

Emergency Response Team (ERT): A team of specially-trained corrections workers who are called on to diffuse potentially dangerous incidents in a correctional centre.

Fine Option Program: This program provides work placements in the community for offenders as an alternative to paying their fines or being incarcerated.

Healing Lodge: CPSP partners with the Prince Albert Grand Council in delivering a Healing Lodge program for First Nations and Métis offenders. Offenders must apply to the program, and as part of acceptance, must meet eligibility criteria that include public safety.

Least Restrictive Measures: If the government enacts a law that restricts personal liberty (i.e. incarceration in a custody facility), it must employ the least restrictive measures possible to achieve its goals.

Lockdown: A security measure that allows for confinement of the entire inmate population to their cells. The lockdown continues for as long as a substantial threat persists or for a reasonable period of time needed to conclude an investigation.

Probation: A penalty a judge gives that provides for the offender to follow certain conditions for a specified period of time. The offender has been convicted of the offence, but the sentence is suspended and the offender is released on a supervised probation order. An offender can receive probation as a sentence with no reporting conditions at all.

Remand: Offenders who pose a safety risk or a flight risk are remanded to custody in a correctional centre until their court matters are completed.

Rule of Law: A state of order that everyone must conform to. Additionally, it can be the principle that no one is above the law and everyone must answer to it.

Security Intelligence Officer (SIO): Corrections workers who are responsible for intelligence gathering, preventative security measures and gang management issues in correctional centres.

Static Security: The system of electronic doors, fences and equipment used for security inside correctional facilities.

Therapeutic Courts: Courts that provide an alternative to traditional court processes through emphasis on treatment to address the underlying cause of the criminal behaviour. Some examples are domestic violence courts and drug courts.

Traditional Elders Ministerial Advisory Committee (TEMAC): A committee comprised of Aboriginal Elders from across Saskatchewan and officials from the ministries of Justice and Attorney General (JAG) and CPSP. JAG and CPSP made a commitment to Aboriginal leaders and communities to adapt the justice system to respond to the needs and values of Aboriginal people and contribute to a more inclusive society.

Two for One Credit: The practice by the courts to order two days for every one day an offender has served on remand while awaiting court matters.

Unit Confinement: Confinement of inmates on a specific unit as a security measure for as long as a threat exists or for the time required to complete an investigation.

<u>Young Offender Programs</u>

Extrajudicial Sanctions: This is a voluntary program that uses victim/offender mediation and community justice forums as ways of providing certain youth with the opportunity to take responsibility for their unlawful behaviour without requiring them to go through the formal Youth Court process.

Closed Custody: This secure custody is ordered by the Youth Court Judge when the youth is assessed as posing a potential risk to community safety or when the youth has a history of breaching facility rules. In closed custody, access to the community is removed or restricted for a period of time.

Community Based Orders: These include probation, deferred custody, community supervision and conditional supervision. Young persons placed on these orders are supervised according to their assessed level or risk to re-offend.

Judicial Interim Release: This program provides intensive supervision and support to youth in the community between the time of arrest and their first court appearance, between court appearances, and/or while awaiting the outcome of their case.

Open Custody: This type of custody is ordered by the Youth Court Judge when the youth is assessed as able to be managed safely in the community. Open custody consists of several small residential facilities, along with a province-wide network of community homes.

Saskatchewan Young Offender Case Activity Management System (SYOCAMS): The computerized system used by Young Offenders Programs to input and monitor young offenders' sentence information.

Youth Criminal Justice Act: Federal legislation that enables criminal charges for youth 12 to 17, and that describes legal provisions for their supervision.

POLICING SERVICES

Automated Criminal Intelligence and Information System (ACIIS): is a criminal activity intelligence database, including gang and organized crime activity, managed by the Criminal Intelligence Service Canada (CISC). Saskatchewan accesses it and contributes to it via the CISC provincial bureau: Criminal Intelligence Service Saskatchewan (CISS). The ACIIS is currently in the process of expansion to add correctional data to the traditional law enforcement data. As we move forward, ACIIS will provide enhanced intelligence analysis and information on gang and organized crime members and their activity for use by both police and corrections.

Community Tripartite Agreement (CTA): An agreement between CPSP, Public Safety Canada and Saskatchewan First Nations communities to provide RCMP policing services to First Nations communities.

Combined Forces Special Enforcement Unit (CFSEU): A specialized unit that works to combat organized crime and gangs and includes members of the RCMP and municipal police services.

Conducted Energy Devices (CEDs): Commonly known as Tasers, this device is used to incapacitate offenders in specific situations.

Future of Policing: An initiative to create a long-term strategy for Government's role in providing policing services to the province. It involves discussions and decisions by representatives of the policing community, including representatives from the Saskatchewan Association of Chiefs of Police and the RCMP.

Internet Child Exploitation (ICE) Unit: A unit of specialized municipal police officers and RCMP members who work to rid the Internet of child predators.

Peacekeepers: These are unarmed individuals who are hired and paid by First Nations communities to provide general security guard functions and night patrols. Peacekeepers are used as a means for improving community safety and police-community relations in First Nations communities.

Police Act: Legislation determining the Province's responsibility for provision of police service. Amendments to the Act have been contemplated for the Fall, 2010 legislative session, and are proposed to include revisions related to discipline, governance and administrative changes.

Provincial Police Service Agreement (PPSA): This agreement establishes the terms by which the RCMP provides provincial police service in Saskatchewan. This agreement is between CPSP and the federal department, Public Safety Canada.

RCMP Back-Up Policy: A policy put in place by the RCMP to ensure that individual members have a second member backing them up during potentially dangerous situations. CPSP provides funding to the RCMP for the costs of members being available for back-up.

Safer Communities and Neighbourhoods (SCAN): Under *The Safer Communities and Neighbourhoods Act*, the Province has the jurisdiction to target and, if necessary, shut down residential and commercial buildings used for illegal activities such as grow ops, prostitution and drug dealing. The Policing Services Division's SCAN Unit enforces the provisions of the Act.

VISE Program (Vehicle Impoundment against Sexual Exploitation): This program enables police to reduce traffic in stroll areas of the community by seizing the vehicles used by sex trade consumers in committing prostitution offences.

LICENSING AND INSPECTIONS

Acceptance Inspection: An initial inspection performed by an inspector of the work of installation, alteration or repair.

American Society of Mechanical Engineers (ASME): A society for engineers known for setting technical safety codes and standards for mechanical devices such as boilers, pressure vessels and elevating devices.

Amusement Ride: A device or combination of devices designed to entertain or amuse people by physically moving them including coaster or flume rides and go-karts.

Boiler: A pressure vessel in which water is heated and may generate steam at a pressure above the surrounding atmospheric pressure. The hot water or steam is used for various processes or heating applications.

Boiler and Pressure Vessel Safety Board: A board appointed by the Lieutenant Governor in Council consisting of individuals knowledgeable with the design, operation or maintenance of pressure equipment for the purpose of hearing appeals and advising the minister on matters concerning *The Boiler and Pressure Vessel Act, 1999*.

Elevating Device: An apparatus, appliance or device used for lifting or lowering persons or material from one permanent level, floor or landing to another. These include elevators, escalators, personnel hoists and lifts for persons with physical disabilities.

Gas Licensing and Electrical Licensing Act: This legislation sets out requirements for contractors and for individuals seeking to be licensed as journeyperson gasfitters and electricians.

Overdue Inspection: A performance measure of the number of items that exceed the date of inspection recall established under branch policy.

Passenger Ropeway: An elevating device transporting passengers from one level to another including chair-lifts, T-bar lifts and rope tows commonly used at ski hill operations.

Power Engineer: An individual certified to supervise, directly operate or to be in immediate charge of a boiler that requires legislated operator attendance.

Pressure Vessel: A closed container designed to hold gases or liquids at a pressure different from the surrounding atmospheric pressure. The pressure differential is potentially dangerous and many fatal accidents have occurred in the history of their development and operations. As a result, their design, manufacture and operation are regulated by engineering authorities backed up by laws.

Quality Management System (QMS): A Quality Management System provides a pressure equipment owner with the opportunity to establish a documented inspection program and employ qualified inspection personnel in order to perform recognized periodic inspections upon the equipment they own under government licensing and audit oversight.